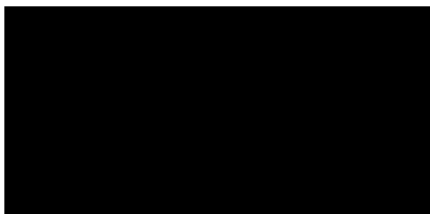


STATINTL



How wonderful to hear from you after all these years. I deeply appreciate the thoughtfulness expressed in your letter of 11 July 1967. Being in the field for all these years has prevented my keeping up with many of the friends I had in PPD. [REDACTED] is now in the [REDACTED] and we frequently talk about the old times in PPD.

STATINTL

STATINTL

STATINTL

There are several things which disturb me about the recently published [REDACTED] however and perhaps in an informal dialogue with you they can be made clear. I have read the document carefully and find the semantics difficult to interpret in the light of what is supposed to be policy. For instance, I find no statement of a mandatory age/service retirement combination. I do find several rather ambiguous statements such as the following.

"The Agency encourages employees to retire voluntarily upon reaching age 60 or as soon thereafter as they are eligible for optional retirement under the Civil Service Retirement Service. Employees are, therefore, expected to plan to retire upon completion of 20 years service at age 60 or a minimum of 5 years service at age 62". (Is the person with three years service at age sixty better qualified than one with 20 years service at the same age?)

STATINTL

So far as I am aware the mandatory retirement under Civil Service is still age 70, even though a recent attempt was made to reduce this to 65. If [REDACTED] was written to "modify Agency retirement policy in accordance with recent amendments to the Civil Service Retirement Act to expect employees to retire at age 60 with 20 years service or age 62 with 5 years service", then mandatory retirement still remains at age 70.

STATINTL

If I have any understanding of the meaning of words employed in [REDACTED] the actual choice of retiring at ages between 60 and 70 still remains with the employee. "Optional", "voluntary" and "encourages" all imply choice. Nowhere is there any statement that employees will be terminated if they do not opt to retire before the mandatory age of 70.

We all realize that the DCI has the power to terminate employees at any time with or without cause but nowhere is there any statement or provision that the DCI will exercise this power if the employee has made other plans and does not volunteer such retirement.

STATINTL

█████ seems to be more clear on this point than █████ Is there some reason why this is not stated clearly? Are there extra benefits for those who are terminated involuntarily? What is the mandatory retirement age for Agency employees now under the Civil Service Retirement System? If different why wasn't it put in writing and incorporated into █████

STATINTL

STATINTL

STATINTL

Referring to your paragraph three stating that "The policy was established because of the problems of personnel management, headroom, the need to provide growth of younger officers and other related factors" I find unrelated to the problems of the individual facing retirement. What has been done to provide "growth" for older personnel? I recently attended the Intelligence Review Course where statements were made or implied (█████ and others) to the effect that persons who were employed during the Korean War were not chosen wisely and now constituted a group which had to be gotten rid of. My reaction to such a general statement condemning a group as a whole was and is that it was insulting for us who came in at that time. Having been in recruitment at that time I know the high quality of the dedicated mature men who came on board during those crisis years and in many instances remained as career officers because of their dedication to the work of the agency in spite of the lack of chances for promotion and the emoluments one would normally expect in a career. I wonder if the Agency finds the same kind of continuous dedication among all the younger officers? Ambition is a fine thing but as we all learn it has to be tempered with a great deal of patience, particularly when working for the government. If the younger officers do not possess this patience and dedication it is perhaps better that they learn its necessity when they are young, or seek employment where the rewards are more in keeping with their particular ambitions. I doubt youth is a better criteria of worth than mature experience. Youth and ability will make its own advancement when they are combined, regardless of obstacles. Those few with the right combination of youth and ability create their own environment for advancement and there are many examples of this throughout the agency and they are to be admired. Some are even my own recruits. However, to automatically provide easier chances for promotion for younger officers by lopping off a whole generation still productive, is hardly in keeping with an equitable personnel management policy. I find that this is a strange admission and reason for encouraging early optional retirement. You and I are also aware of the many instances where persons long past even the advanced retirement age are kept on in positions outside the TO in what have been described by some as "boondoggles". Such inconsistencies hardly reflect well on the "Agency retirement policy".

Another matter which I believe is pertinent is the question of equity in requesting early optional retirement post facto. As you will recall when we first came in the retirement age was 65 and we made our plans accordingly - insurance, education for the children etc.. Later this age was changed to 62 and with difficulty I found that I could adjust my program to this, and did. Now that the organization encourages retirement at age 60 I find this practically impossible because of responsibilities which will extend beyond this time. I am not convinced that it is equitable that I or any other career officer be expected to volunteer for age 60 retirement who entered on duty under other arrangements. Of course there will be some who will opt to do so being in a position to take advantage of such an opportunity.

All of the foregoing is of course contingent on whether an officer is physically and mentally capable of carrying out his assigned tasks. I believe this is academic however since the officer would not be retained in a position unless he had such capability, but there are provisions to meet such problems - medical discharge, lateral transfers to other positions, etc. etc.. For retirement I believe that each case should be considered in the light of duties involved but it should not be necessary that an officer be made to plead his case before a board on hardship or whatever - his record is his case. No person likes to be beholden or to be kept in a job through sufferance. All things being equal there is no position in DCS which cannot be done better by mature experienced officers. This is particularly true in the field. Required tasks in the field are most successfully done by those officers with broad experience and maturity not often found in younger officers with agency training and experience alone. So long as the officer remains healthy there is no age limit which would interfere with the accomplishment of those tasks. The older officer has an advantage in speaking to those highly placed persons in science and industry; he is better received.

One has to grant that other segments of the organization require other abilities more often found in the young but then they are under an entirely different retirement system. I think that it is wonderful that they will have the opportunity to retire at an age where a second career is a definite possibility. There are practically no opportunities for such a second career at age sixty, particularly in industry. Academics and individual enterprise are possibilities.

I would greatly appreciate your outlining the procedures contemplated by the retirement board in a situation where the individual does not volunteer to retire on that date scheduled for him to retire by the agency. Is it contemplated that the DCI will terminate the officer without cause in such an instance?

Again it was wonderful to hear from you and I appreciate the opportunity to correspond with someone in a position to know the

answers to many things which have puzzled me. At the course previously mentioned I directly questioned Larry Huston if the retirement board was going to set the mandatory age for retirement at age 60 with 20 years service to which he replied no and that they were likely to go along with the Civil Service Retirement System. This was before [REDACTED] was distributed but as I have stated previously I find nothing there which is opposed to what he said.

My very best regards.

Sincerely,

[REDACTED]

Approved For Release 2000/05/23 : CIA-RDP78-03091A000200010003-4

DCS/Admin  
941 Key  
#667

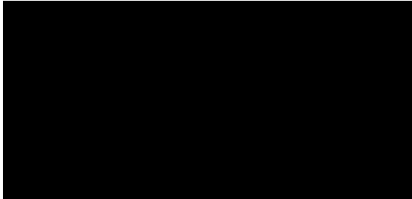
~~STATINTL~~  
STATINTL

EYES ALONE

Approved For Release 2000/05/23 : CIA-RDP78-03091A000200010003-4

21 July 1967

25X1A



These are further thoughts inre the retirement policy of the Agency in which you may be interested.

Some time ago we in the field were requested by our Director (DCS) to survey the possibilities for aiding in the placement of agency personnel who were planning to retire early. In line with this request I was in contact with several of the "headhunting" companies in the Chicago area who had been suggested to me by a contact as being the most reputable. Although they held out some hope for those persons who would be retiring at age fifty they held out no hope for those retiring at age sixty or beyond insofar as industry is concerned. These management agencies were willing to receive resumes of those individuals who retired at fifty for their files. They did explain that their files seldom aided them in their placement efforts since the men they were usually looking for were those with specific managerial and aquired skill combinations who were in most instances already employed by the competitors for whom they were working. Only once in a while were they able to place someone from their files.

While in Indianapolis a friend of mine and a Major in C.I.C., was faced with this same problem of early retirement (age 43). He was interested in investigative work and I put him in touch with Fidelifax, a national organization made up mostly of former F.B.I. agents. He was able to get the franchise for most of Indiana. Fidelifax provides a nationwide personnel investigative service. From this he was able to expand into other investigative activities but the Fidelifax work provides the "bread and butter" for his business.

It occurs to me that the "encouragement" the agency plans to give individuals to volunteer for early retirement should be more tangible than a simple request that he do so since he is eligible. Has any thought been given to the establishment of one or more private consulting organizations where the skills of some retired personnel could be utilized in a profit making venture. (I understand that Col.

STATINTL

has been kept 100% busy since his retirement in his specialty). I visualize that such organizations could be set up on a profit sharing plan which would provide considerable incentive to join for those having the opportunity to retire early. Selling the services of a consulting service on security problems, analytical and investigative tasks or certain operational services to corporate enterprise should not be too difficult particularly when it was known that it was made up of

agency personnel. This idea no doubt could be expanded further. Perhaps you could make inquiries about the possibilities for agency help in establishing such ventures.

Has the agency or anyone given any thought to the establishment of an organization of ex agency employees such as that made up of former F.B.I. agents? Such an organization set up to provide certain types of mutual aid for those persons retired from the agency would go a long way to ease the "coming in out of the cold". I am not convinced that agency responsibility for the individual ceases at retirement. In many ways long employment with the agency has built into the individual habits of thought and action (particularly in the CS) which tend to exclude normal societal activity and to force a close rapport only with those in the same business. It is a closed society and the rules which bound the individual to that society remain with him after he leaves - to the end of his life. The habits of restricting contacts and activity, the inability to be open and frank in discussion, the long hiatus in ones life about which little can be said, are not habits which can be overcome immediately. It is no wonder that many individuals think twice about volunteering for early retirement and I imagine this is particularly true for those who have had only agency training and experience. To them it must be traumatic indeed. The habits, cautiousness and fears become deeply ingrained over a twenty year period. For many reasons, one being security, a great deal of thought should be given to what will be become a problem, if not one already. A great deal of time and effort is spent on rehabilitating, training and placing persons brought from abroad who have been agency associated. In many instances the same problems they have will also exist for the early retiree - to a lesser degree it is hoped. Is there a program to handle such problems for the retired officer? Is one contemplated? Is he not entitled to similar consideration?

I do hope that you will forgive my long windedness in our dialogue but I firmly believe that the problem of expecting the voluntary retirement of agency employees when eligible, but before mandatory retirement, cannot be reduced to the simple "you are eligible" therefore retire. Many employees will probably not do so unless there is some tangible "encouragement" or incentive. Lord knows we would all like to go fishing for a while but we also know that we would be bored beyond belief if that was all one had to look forward to. A tangible constructive money making venture would provide incentive to leave before mandatory retirement, particularly if one could be associated with others in the same boat. With a little help from the agency at the start such ventures could become reality. I stand ready to aid in setting up such ventures provided agency aid could be obtained until the operation became self supporting.

All the best.